

THE iMprint

Office of the Secretary
Assistant Secretary for Administration

ON THE ROAD TO CHANGE

S-1 Returns

We are delighted to welcome Secretary Mineta back to work after his recuperation from surgery and hospitalization. While not physically in the building, he telecommuted from the hospital and home, and stayed connected to all that was happening at DOT. We applaud the Secretary for his strong work ethic and the leadership he has provided. Welcome back, Mr. Secretary!



New Assistant Secretary Shares Vision of Making a Difference

Five weeks have flown by since I was sworn-in as the Assistant Secretary for Administration and held our first all-employee meeting on January 27th. On that day I shared my thoughts and vision for this organization. That vision is to do what they say cannot be done—to create a federal workforce second to none, admired by most, and respected by all. We are not out to change the entire government but we can change the Department. We are given few opportunities to make a difference and I refuse to waste this one. As the first step along our journey, I am asking you to embrace our core values. In our meeting, I shared my “Rules of the Road” which are practical applications of our core values of professionalism and teamwork.

Professionalism exemplifies the highest standards of integrity, commitment, trust, cooperation, and pride.

Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

These core values are the foundation that enables us to “make a difference” every day.

As a second step, I am challenging you to expand your thinking to attain real change. Dr. John Maxwell, author of *Leadership Wired*, describes the road to real change:

When you change your thinking, you change your beliefs.



Assistant Secretary Vincent T. Taylor shares his vision at first all employees meeting.

When you change your beliefs, you change your expectations.

When you change your expectations, you change your attitude.

When you change your attitude, you change your behavior.

When you change your behavior, you change your performance.

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Making a difference!

Editor's Notes

Creating this newsletter has been an enlightening and fruitful experience! I am in awe of the M organization results reported here (completed in only five weeks). I truly believe that the key to this success is the teamwork I have personally experienced in working with many of you to publish this newsletter.

Also, there is definitely a theme of concern for employees as you review the many proactive actions taken in response to recent national events. I am proud to be part of the team and look forward to working with you to communicate the many ways you all contribute to making a difference each day!

Regards,

Carmen Jones

THE
iMprint

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When you change your performance, you change your life.

Real change is key to our success. Change has already occurred as we just restructured the 'M' organization to maximize effectiveness. More change is imminent as we commissioned a Task Force to review *every* program in the Working Capital Fund in the next few weeks with the

objective of tightening our focus and efficiency. Once we have completed our internal review we will be strategically positioned to support the Secretary's vision of safer, simpler, smarter transportation solutions and ultimately the President's Management Agenda.

I look forward to working together with you to make a difference!

Task Force Reviews WCF Programs

A Task Force, composed of M, CIO, and selected representatives from the operating administrations, has been formed to review all the Working Capital Fund (WCF) programs in the Office of the Secretary (OST).

Comprehensive information papers have been prepared for each of the 99 programs to facilitate the Task Force review. The main objective is to identify ways to provide core programs more efficiently. Some of the key focus questions asked during review sessions include:

- *Does the program support DOT's core mission?*
- *Does it enhance National Security?*
- *Does it support Homeland Security?*

After all 99 programs have been reviewed and discussed by the Taskforce members, recommendations will be forwarded to the Assistant Secretary for Administration and the Acting Chief Information Officer for final decisions. Not only is the mission of the Task Force a daunting one, they have only 30 days to complete it. There will be a concerted effort on the part of senior management to minimize the impact of these recommendations on employees.



M Task Force members working to assess program functions.

A couple examples of minimized impact:

- *In consultation with our customers at FAA it was determined that library services did not need to be centralized in the Working Capital Fund. As a result, during the month of March, the FAA library will be transferred under direct FAA management. As part of this transfer, there was a significant endeavor to ensure minimal impact on employees. In fact, each employee has been offered (and accepted) a position at FAA.*
- *As a way of reducing costs where needed, senior management will not fill many vacancies, especially in areas where demand is decreasing with USCG and TSA leaving DOT.*

We will measure success with this effort based on the efficiencies achieved and our ability to effectively communicate these results to our Departmental customers.

Restructuring to Leverage Resources

By now most of you have heard about the restructuring we just completed. What you may not have heard is why we restructured. The objective is to tighten our focus and efficiency by eliminating duplication, integrating programs, and maximizing use of resources. To provide essential leadership for the many challenges involved with this objective, as well as direct the future of this organization, we established two Deputy Assistant Secretary positions. We welcome Mari Barr Santangelo as one of the Deputies, and an announcement has been posted for the other Deputy position. Mari has also agreed to continue serving as the Director of Human Resources Management.

A decision was also made to integrate our policy staff with their operational counterparts across the M organization to maximally leverage resources and improve organizational effectiveness. Policy for Security, Human Resources, and Procurement

reside within their respective directorships. Mail and Printing Policy are now provided by Information Services. Other policy functions (e.g., real property, personal property, environment, safety, etc.) have been transferred to Transportation and Facilities. This directorship is led by Pat Prosperi—again maximally utilizing our resources. Senior staff are “acting” in the position of Director of Information Services until final decisions are made. Finally, due to the nature of their work, four other offices report directly to the Assistant Secretary for Administration: GAO/OIG Liaison, HQs Building Project, Strategic Initiatives, and Hearings. The newly established Office of Strategic Initiatives, led by Janet Kraus, is responsible for coordinating and implementing cross organizational and Departmental objectives.

A copy of our new M organization chart is on page 7.

Website

The M website is currently “under construction” due to our recent reorganization. To maximize efficiencies we have printed limited hard copies of this newsletter. For electronic access to this newsletter or to view Vince Taylor’s Rules of the Road, visit the DOT Intranet at: <http://dotnet.dot.gov/lb-archive.asp?type=justLinks&sFolderID=0131QOG73911>

New Headquarters Building Project Update

Imagine if your new DOT office was securely located on 11 acres, near the waterfront, near a Metro station, and located at a Washington, DC address, with a view of Capitol Hill. You will not have to imagine much longer because the Department of Transportation will be moving to the SE Federal Center in 2006!

The Building Project Team, led by George Fields, has been working tirelessly to ensure that the move to the new location is a smooth one. Working in concert with JBG Developers and GSA, the new headquarters building is the centerpiece of the 55-acre revitalization project of Southeast Washington. All of DOT’s Operating

Administrations, except the FAA, will be moving.

The new headquarters building will be a state-of-the art facility that provides employees with a welcoming and comfortable work environment, more efficient operations, and increased safety and security. Also, restaurants and shops will be located near the building. Our neighbors will be the Department of Navy, and the Federal Protective Service Division.

The anticipated ground-breaking date is June 2004. We will feature more articles on the new headquarters project with periodic updates of our progress.

“This project is a prime example and another opportunity to implement the Secretary’s vision of safer, smarter, simpler transportation solutions.”

—Vince Taylor



Fire Drill Sets Record

The events of 9/11 have created a renewed vigilance to perfect and enhance safety procedures. As you may recall on February 11, the Nassif Building had a fire drill to simulate a building-wide evacuation. In a record 13 minutes, the building was completely evacuated. This record is even more impressive when considering that it included a mobility-impaired employee that volunteered to exit the building using one of our new evacuation chairs. Thank you to all employees for your cooperation with the Evacuation Wardens.

With the raised security level, you are strongly encouraged to review the emergency procedures for your office. If you have questions, please call Tom Black, our Nassif Building Safety Officer, on extension 66754.

Security Advisory

The Security Advisory level was recently raised to Orange (and now is Yellow), as advised by the Department of Homeland Security.

Here are a few suggestions to enhance your security, at work, and during non-working hours:

- Develop contingency plans to work at an alternate site.
- Be prepared for random security checks.
- Be aware of your surroundings,

especially at public events, and report suspicious activities, packages and people to local law enforcement.

- Validate vendor lists for all routine deliveries and repair services.
- Inspect all deliveries.
- Be watchful for suspicious or unattended packages and articles either delivered or received through the mail.

Building Security

In response to raised Security Advisory levels, the Department has increased security measures at the Nassif, FOB 10A, and Transpoint Buildings.

Additional security guards patrol areas in and surrounding our buildings. In addition, guards conducted random searches of vehicles entering the parking garages.

All DOT headquarters employees and DOT contractor employees are

required to wear an identification (ID) card at all times while in any of our headquarters buildings. If you are hosting a visitor, you must ensure that the person is escorted at all times until he or she leaves the building.

Additional precautions are in place to monitor visitors who enter the Nassif Building cafeteria from the outside, northeast entrance. DOT, other Federal, and District of Columbia government personnel

who show their ID cards to the security guard should be able to enter the cafeteria through the outside northeast entrance with minimal delay. Persons who do not have a government ID card will be subject to screening and may have their packages, briefcases, and pocketbooks inspected by a security guard.

Thank you for your cooperation and patience.



DOT Security Guard conducting random security check.

DOT Environmental Achievement Awards 2002

The Office of Assistant Secretary for Administration recognizes teams and individuals throughout DOT who work to advance waste prevention, recycling, affirmative procurement and pollution prevention, with its Environmental Achievement Awards Program.

As part of advancing the Secretary's agenda for DOT to create a *safer* transportation system, nominations were submitted in the categories of Waste/Pollution Prevention, Recycling, Affirmative Procurement, Environmental Preferability, Model Facility Demonstration, Education and Outreach, Environmental Management Systems, Sustainable Design/Green Buildings and Biobased Products.

2002 Winners included:

FAA

Frank Lanzetta, Gary Glenisky, Vince Colins, Sheryl Peterson, James Valle, Jenny Ross, Shelly Hinojosa, James Long, II, Marie Martinez, Rebecca Towery, George Pirotis, David Powers, Mark Brandewle, Joe Gibbons, Howard Carson, Cindy Felis, Pablo Riofrio, John Peterson

USCG

Patrick McCarthy, Vince Collins, Gerald Vanconant, Sheryl Peterson, Flotilla Commander Frank Maltese, Capt. William Cheever, Everett Warble, Frances Cohen, John Moore, Robert McMenanim, Howard Galliford, Capt. Michael Lipinski, Capt. W.M. Moore

Rick Bradley Saves a Life!

Vontell Tucker has been working out in the DOT Fitness Center for the last five years. She credits Rick Bradley, of M, for developing a program which lowered her risk for having a stroke. Since she suffers from hypertension, slightly elevated blood glucose and cholesterol, she had to make a drastic lifestyle change. Her doctor acknowledges that her change in diet and exercise routine at the Fitness Center, has helped prevent a stroke. This is high praise from a man who was named one of the most respected doctors in Northern Virginia by *Washingtonian Magazine* in November.

Over the past year, Vontell has endured a significant amount of stress on a personal and professional basis. The Fitness Center has served as a



Vontell Tucker has worked with Rick Bradley to develop a life changing fitness plan.

refuge and Rick has been her 'personal coach'.

We applaud Rick for making a difference!

**"Coming together
is a beginning...
Keeping together
is progress...
Working together
is a success."**

—Vince Lombardi



We want to feature employees that are making a difference. In future months, we will ask you to nominate fellow employees that have made a difference. The Assistant Secretary would like to treat these selected employees to lunch!



Making a difference!

Carefirst Blue Choice & Blue Cross/Blue Shield Plan Changes

The Office of Personnel Management (OPM) announced an Opportunity for certain former CareFirst Blue Choice & Blue Cross/Blue Shield (BCBS) Service Benefit Plan members to change enrollment. After a lengthy contract dispute, CareFirst BCBS and Children's Hospital have announced an agreement. Children's Hospital will continue to participate in CareFirst BCBS's preferred provider network for the next three years. For more information call x64459.

Traffic Congestion

Washington, DC is ranked 4th in the nation as having the worst rush-hour traffic congestion. The top 3 cities are Los Angeles, San Francisco, and Chicago.

We Get Another Pay Raise!

Most of you have heard that the President recently signed legislation that provides federal employees with a pay raise. Instead of the 3.1 percent increase we have already seen in our paychecks, the law now authorizes 4.1 percent, retroactive to the first pay period of 2003. The spending bill does not

specify how the additional 1 percent pay increase will be allocated. Once this decision is made it will be reflected in an Executive Order signed by the President and the Office of Personnel Management will issue new salary tables. We will be sure to communicate with you as soon as a decision is made.

Combined Federal Campaign Great news!

DOT reached its CFC goal of \$1.9 million, an increase of 3.6 percent. The Department also won second place in two CFC Award categories. The first, was for Best Featured Story; the second was for Most Creative Campaign technique. Awards were given at the CFC Gala on February 19th.

The Office of the Assistant Secretary for Administration pledged \$68,522 for the 2002 Combined Federal Campaign. Thousands of lives will benefit from your generosity! Way to go, team! We are making a difference.

Streamline Your Commute

Did you know that approximately 7,000 DOT headquarters employees take advantage of transit benefits by taking public transportation to and from work each day? These employees come to a central location to receive their Metrochek vouchers on a quarterly basis. The Washington Metropolitan Transit Authority (known as WMATA, referred to as Metro) has offered the metropolitan area an electronic method of receiving benefits called *SmartBenefits*. This system utilizes a contact-less SmarTrip card that provides Metrorail and parking lot patrons a cashless way to pay. Employees who use all of their Metrochek benefits on Metrorail do not need to use Metrochek vouchers. Instead,

they can obtain a SmarTrip card which can be electronically loaded into that card's account on a monthly basis. With this card,



employees no longer have to stand in line to obtain their benefits. Instead, they can load their card in any of the Metrorail stations. Eliminating paper Metrochek cards

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saves time, reduces administrative costs, and streamlines the entire process. WMATA is working to expand use of this card to metro-busses and other forms of public transportation to provide customers with a “seamless” commute.

Unfortunately, only 369 or 5 percent of headquarters DOT employees utilize Smartbenefits. If you use your Metrochek benefits on the Metrorail and are not using a SmarTrip card registered in the *SmartBenefits* program, you are missing out on an incredible convenience.

Applying for *SmartBenefits* is a two-step process:

1) Purchase a SmarTrip card from WMATA. This can be done online

at <http://www.wmata.com/riding/smartrip.cfm>.

Note: You can download the WMATA SmarTrip application form at http://www.wmata.com/images/smartrip_paper_app.jpg

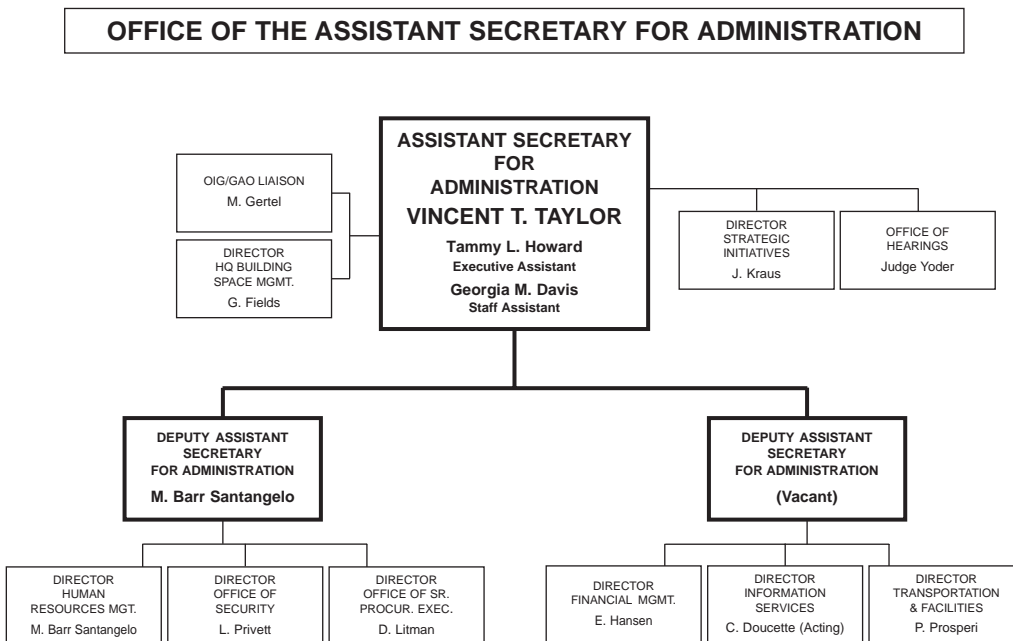
2) Fill out an application from the DOT Parking and Transit Office in PL-206 to notify TRANServe that you wish to participate in the program. This action will supply them with your SmarTrip card number so you can begin receiving your benefits automatically at WMATA metro stations.

If you have any questions, please contact Pam Frey (366-6902) or Misty Conklin (366-1398) in Transportation Services (TRANServe).

Tell Us What You Think

We want to make sure the newsletter is timely and relevant for you. Your ideas, comments, and suggestions are invited. Please send ideas to carmen.jones@ost.dot.gov.

New M Organization Chart



The Vision for the iMprint

iMprint is more than a play on words, it is a reminder to M employees, and our customers that the M organization endeavors to make a difference by leaving a lasting impression, or imprint, on the Office of the Secretary and the Department.



Making a difference!

Cornerstone

Forged on an anvil of cruel necessity and blood shed innocently, the Transportation Security Administration was built urgently in a time of war, to preserve peace.

This vital agency was made not of steel and stone, but of innovation, quiet patriotism, steady virtue and the firm resolve of a nation that would not yield to terror.

This is the lasting cornerstone upon which, in less than a year, TSA was built. May these cornerstone virtues be preserved and grow across the ages.

The Department of Transportation is proud to have created and nurtured this vital agency from its inception on

November 19, 2001 through transition to the Department of Homeland Security on March 1, 2003.

Godspeed to the men and women of TSA, as you continue to serve your noble mission for a grateful nation.

Norman Y. Mineta
Secretary of
Transportation



The Secretary Bids Farewell to Family Members

Secretary Mineta hosted two events last week to commemorate the transfer of the United States Coast Guard and the Transportation Security Administration to the Department of Homeland Security. We bid a special farewell to USCG and TSA. You will always be “family” to us.



Secretary Mineta officially passes the U.S. Coast Guard flag over to Tom Ridge, the Secretary of Homeland Security as Admiral Tom Collins, the Commandant of the U.S. Coast Guard looks on.

Secretary Mineta gives the thumbs up after receiving a U.S. Coast Guard flight jacket from Admiral Collins, the Commandant of the U.S. Coast Guard.



Secretary Mineta and Deputy Secretary Michael Jackson present the commemorative cornerstone to James Loy, the Under Secretary for Security, Transportation Security Administration.